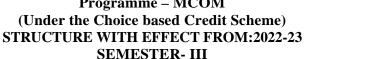


Faculty of Business Studies Programme – MCOM





Master of Commerce (M. COM.)

To Pass:

- 1. At least 40% Marks in the University Examination in each paper and
- 2. At least 40% Marks in the individual Head of passing or 30% marks in aggregate at the internal tests conducted by the Department /PG Centres

Course Type	Old Course Code	Course Title	Credit	Internal	External	Total
	PB03ACOM51	Career Planning-I	4	30/12	70/28	100/40
Ability Enhancement Course	PB03ACOM52	Knowledge Management-I	4	30/12	70/28	100/40
(Any One)	PB03ACOM53	Leadership Skills-I	4	30/12	70/28	100/40
	PB03CCOM51	Research Methodology-I	4	30/12	70/28	100/40
Core Courses	PB03CCOM52	Entrepreneurship Development-I	4	30/12	70/28	100/40
(Three)	PB03CCOM53	Financial Management-I	4	30/12	70/28	100/40
Elective Courses (Any One)						
Advanced Accounting	PB03ECOM51	Corporate Accounting-I	4	30/12	70/28	100/40
Marketing Management	PB03ECOM52	Integrated Marketing Communications	4	30/12	70/28	100/40
Human Resource Management	PB03ECOM53	Industrial Relations	4	30/12	70/28	100/40
Financial Management	PB03ECOM54	Strategic Financial Management-I	4	30/12	70/28	100/40
Tax Planning and Management	PB03ECOM55	Indirect Taxes-I	4	30/12	70/28	100/40
		Total	20	150	350/140	500/200

3 (Lectures) + 1 (CSDS) + 1 (Assignments)

Notes: 1. Each student shall have to offer the same Elective Course Paper at Semester I to IV.

- 2. Class Room Presentation will include CSDS/ Factory Visit/ Field Study/Seminar/ Film Screening/ Audio-Video/ Problem Solving/ Group Study/ Case Study/ Book Review/ Article Review/ Computer Lab / Project work. etc.
- 3. Computer Application in Business I & II Examination: Theory 1.1/2 Hrs, Practical 1.1/2 Hrs.
- **4.** Practical are based on MS- Excel 2007 & above upgraded office version.
- 5. Student of Computer Application in Business I & II must be remain present both in theory examination as well practical examination.

Prof. Sandip K Bhatt Dean & Head

Dr Kamlesh Dave Chairman Board of Commerce

Dr. V M Vanar Chairman Accountancy Board



Vallabh Vidyanagar, Gujarat

M.COM. (BUSINESS STUDIES) SEMESTER-III				
Paper Code Title of the Paper Tota				
PB03ACOM51	CAREER PLANNING-I	04		
	To impart values and soft skills to make students ready for industry /			
Course	corporate careers			
Objectives				

	Course Description	
Unit	Description	Weightage
01	Strategies in the Job Search Process	25%
	The job search: Building network of contacts, Identifying	
	appropriate job, Analyzing yourself, Finding your employer	
	Establishing Your Values and Career	
	Priorities Understanding the	
	Importance of Core Values Eulogy and	
	Priorities Exercise	
	Encapsulating Your Values	
02	Investing in your CV	25%
	Self-Test: Measuring Your Core	
	Competencies Further Skills	
	Difference : CV, Resume and Bio data	
	Constructing the resume, Resume Critique	
	Checklist Writing the cover page	
	Digital resume and email cover	
	message Follow up and ending	
	in the application	
03	Handling the Interview	25%
	Investigating company	
	Pre-planning: Making good	
	appearance Anticipating questions	
	and preparing answers Facing the	
	interview board	
0.4	Body sport for interview	250/
04	Group Discussion	25%
	Qualities looked for in Group	
	Discussion Strategies for GD –	
	Do's and Don'ts How to prepare	
	for group discussion Different	
	topic of group discussion	

^{*}Units will have the same Weightage in the evaluation as suggested in the course outline.



Vallabh Vidyanagar, Gujarat

Teaching-	Lecture, class discussion, case-study, seminars, problem solving and
Learning	students presentation based learning methodology adopted for teaching all
Methodology	units in this course.

Evaluation Pattern				
Sr.No.	Details of the Evaluation	Weightage		
1.	Internal Written Examination	20%		
2.	Internal Continuous Assessment in the form of Practical, Viva-Voce, Quizzes, Seminars, Assignments, Attendance	10%		
3.	University Examination	70%		

^{*} Students will have to score a minimum of 40 (Forty) Percent to pass the course.

Course Outcomes: Having Completed this course, the students will be able to			
1.	To know and understand about how to find appropriate Job in Market.		
2.	To know and practically understand about preparing of Resume, CV, Bio data for Job with cover letter.		
3.	To know and practically understand about how to face personal interview.		
4.	To know and practically understand about Group Discussion.		

Suggested References: (include Reference Material from where a student is expected to study the said content in APA Style) Reference Websites can also be included)			
Sr.	References		
No			
1.	Asha Kaul, Business Communication, Prentice Hall of India Private Limited, New		
	Delhi, 2002.		
2.	Raymond V. Leskar, Maries, E Flatley, Kathryn Rentz, Neerja Pande, Business		
	Communication-Making Communication in Digital World, Tata Mc Graw Hill, 2009.		
3.	Herb Cohen, You Can Negotiate Anything, Jaico Publishing House, 2010		
On-Line Resources available that can be sued as Reference Material			
https://www.naukri.com/blog/top-interview-questions-and-answers-for-freshers/			
http://e	gyankosh.ac.in/handle/123456789/1		



Vallabh Vidyanagar, Gujarat

M.COM. (BUSINESS STUDIES) SEMESTER-III			
Paper Code	Title of the Paper	Total Credit	
PB03ACOM52	KNOWLEDGE MANAGEMENT – I	04	

Course	To develop limitless horizons & boundless vision for management of
Objectives	twenty-first century Organization

Unit	Description in Detail	Weightage
1	KNOWLEDGE MANAGEMENT:	25%
	Knowledge Management- An Introduction	23 /0
	Data, Information & Knowledge	
	Techniques of Transforming the Knowledge	
	Methods of Knowledge Management	
	Function of Knowledge Management	
	Knowledge Management Framework	
	Knowledge Management Programme	
2	INTELLECTUAL CAPITAL:	25%
	Introduction	23 /0
	Meaning of Intellectual Capital	
	Component of Intellectual Capital	
	Understanding Intellectual Capital	
	Human Capital, Customer Capital & Structural Capital	
	Methods for Measuring Intellectual Capital	
	Leadership, Motivational & Empowerment Index	
3	MANAGEMENT OF TIME:	25%
	Introduction & Concept of Time	23 /0
	Significance of Time Management	
	Fundamental Truths About Time	
	Causes of Time Wastage	
	Effective Use of Time	
	Pruning Time Wasters	
	Self-Management	
	Time management Tips for Professors, College Students & Business Consultants	
	Steps for Effective Time Management	



Vallabh Vidyanagar, Gujarat

4	EXCELLENCE IN MANAGEMENT:	25%
	Organizational Effectiveness	25 / 0
	Managerial Effectiveness	
	Effectiveness v/s Efficiency	
	Mckinseys'7s Model	
	(Shared Values, Strategy, Structure, Systems, Style, Staff and Skills)	
	Culture of Excellent Organizations	
	Goal Setting: Concept & Importance of Goal	
	Dream v/s Goal	
	Why Goal Setting Fails? SMART Goals (Specific, Measurable, Achievable,	
	Realistic, Time Bound)	

^{*}Units will have the same Weightage in the evaluation as suggested in the course outline.

Teaching-Learning Lecture, class discussion, case-study, seminars, problem		solving and		
Methodology students pro		udents presentation based learning methodology adopted for		
	teaching all units in this course.			
	Evaluation Pattern			
Sr.No.	Details of the Evaluation		Weightage	
1.	Internal Written Examination		20%	
2.	Internal Continuous Assessment in the form of Practical , Viva-Voce,		10%	
	Quizzes, Seminars, Assignments, Attendance			
3.	3. University Examination		70%	

^{*} Students will have to score a minimum of 40 (Forty) Percent to pass the course.

Cou	Course Outcomes: Having Completed this course, the students will be able to			
1.	To know and understand about basic of Knowledge management.			
2.	To know and understand about use of Intellectual capital in knowledge management.			
3.	To know and understand about time management.			
4.	To know and practically understand about how to achieve excellence in management.			
Suggested References: (include Reference Material from where a student is expected to study the said content in APA Style) Reference Websites can also be included)				
Sr. No	References			
1.	1. Elias M. A. and Hassan M. G., Knowledge management, Pearson Education, India			
2.	2. Debowski Shelda, Knowledge management, Wiley India, New Delhi			
On-Line Resources available that can be sued as Reference Material				
http://egyankosh.ac.in/handle/123456789/1				



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M.COM. (BUSINESS STUDIES) SEMESTER-III				
Paper Code	Title of the Paper	Total Credit		
PB03ACOM53	LEADERSHIP SKILL – I	04		

Course	To empower the students with skills of leadership.
Objectives	

	Course Description		
Unit	Description	Weightage	
01	Nature of Leadership	25%	
	Introduction, Definition		
	Need or Importance of		
	Leadership Approaches or		
	Theories of leadership		
	➤ Trait's Approach		
	➤ □Behavioral Approach		
	→ □Situational Approach		
	➤ □Followers Theory		
	➤ □System Theory		
	Functions of a Leader, Types of Leaders, Qualities of		
	Leadership and Management		
02	Contemporary Issues in Leadership	25%	
	Inspirational Approach on Leadership		
	➤ Charismatic Leadership		
	Transformational Leadership		
	➤ Authentic Leadership		
	➤ Self Awareness		
	➢ Self Regulation & Development		
	➤ Relational		
	Transparency		
	Contemporary Leadership		
	Rules		
	➤ Mentoring		
	➤ Self-Leadership		
	➤ E-Leadership		
	Leadership		
	Development		
	> Ingredients of Leadership Development		
	 Leadership Development Process 		
	> Examples of Effective Organizational Leadership in India		



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03	Managerial Traits and	25%		
	Skills Nature of Traits & Skills Specific Traits &			
	Skills			
	> Emotional Stability			
	➤ Defensiveness			
	> Integrity			
	> Interpersonal Skills			
	> Technical & Cognitive Skills			
	Managerial Traits and Effectiveness			
	➤ High Energy Level & Stress Tolerance			
	> Self Confidence			
	> Internal Locus of Control			
	Emotional Stability & Maturity			
	> Power Motivation			
	> Personal Integrity			
	> Achievement Orientation			
	➤ Need for Affiliation			
04	Managerial Skills and Effectiveness	25%		
	➤ Technical Skills			
	➤ Conceptual Skills			
	> Interpersonal Skills			

^{*}Units will have the same Weightage in the evaluation as suggested in the course outline.

Teaching- Lecture, class discussion, case-study, seminars, problem solving and	
Learning students presentation based learning methodology adopted for te	
Methodology	units in this course.

Evaluation Pattern					
Sr.No.	Sr.No. Details of the Evaluation				
1.	Internal Written Examination	20%			
2.	2. Internal Continuous Assessment in the form of Practical, Viva-Voce,				
	Quizzes, Seminars, Assignments, Attendance				
3.	University Examination	70%			

^{*} Students will have to score a minimum of 40 (Forty) Percent to pass the course.



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(Course Outcomes: Having Completed this course, the students will be able to					
	1.	To know and understand about concept of leadership.				
	2.	To know and understand about contemporary issues in leadership.				
	3.	To know and practically understand about managerial traits and skills.				
	4.	To know and practically understand about techniques for developing leadership skills.				

	Suggested References: (include Reference Material from where a student is expected to			
	study the said content in APA Style) Reference Websites can also be included)			
Sr.	References			
No				
1.	Gary Yukl, Leadership in Organisations, Pearson (7 th Edition), New Delhi (2013).			
2.	T. Ramasamy, Principles of Management, Himalaya Publishing House, New Delhi			
	(2009).			
3.	P. Guggenheima & M. Diana Szule, Understanding Leadership Competencies, Viva			
	Books, New Delhi (2010)			
On-Line Resources available that can be sued as Reference Material				
http://e	http://egyankosh.ac.in/handle/123456789/1			



Vallabh Vidyanagar, Gujarat

Paj			TER-III Total Credit
PB03CCOM51		Research Methodology - I	4
Course To acquire basic knowledge of Research Methodology.		Methodology.	
Object	ives		
		Course Description	
Unit		Description	Weightage
1.	Introducti	on	25%
	Meaning o	fresearch	
		of research	
		in research	
	Types of re	esearch	
	Significano	ce of research	
	Research n	nethods v/s Research methodology	
	Stages of the	he research process	
2.		dentification, Research Proposal & Hypo	thesis 25%
	_	ne research problem	
		he problem	
		s involved in defining a problem	
		of defining the problem	
	Research p	•	
		s – meaning and types	
		s testing procedure	270/
3.	Research	_	25%
		f research design	
		esearch design f a good design	
		concepts relating to research design esearch design	
		eiples of experimental design	
1	Sampling	riples of experimental design	25%
7.	What is san	mnlino?	23 /0
	Need for S		
		selecting a Sampling	
		stics of a good sample design	
		mple design	
		ample design	
	- 1	act a Pandam Sampla?	

How to select a Random Sample?

*Units will have the same Weightage in the evaluation as suggested in the course outline.



Vallabh Vidyanagar, Gujarat

Teaching-	
Learning	
Methodology	

	Evaluation Pattern			
Sr.No.	Sr.No. Details of the Evaluation			
1.	1. Internal/Written Examination			
2.	2. Internal Continuous Assessment in the form of Practical, Viva-Voce,			
	Quizzes, Seminars, Assignments, Attendance			
3.	University Examination	70%		

^{*} Students will have to score a minimum of 40 (Forty) Percent to pass the course.

Cou	Course Outcomes: Having Completed this course, the students will be able to		
1.	Developed understanding on various kinds of research objectives of doing research,		
	research process, research design and sampling.		
2.	Having basic knowledge on Qualitative research techniques		
3.	Having adequate knowledge on measurement and scaling techniques as well as the		
	quantitative data analysis		
4.	Having basic awareness of data analysis and hypothesis testing procedures		
5.	It is Very useful for his / her further study like M.Phil and Ph.D.		

Sugges	Suggested References: (include Reference Material from where a student is expected to		
study t	study the said content in APA Style) Reference Websites can also be included)		
Sr.			
No			
1.	1. http://ugcmoocs.inflibnet.ac.in/ugcmoocs/moocs_courses.php		
On-Lin	On-Line Resources available that can be sued as Reference Material		
http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_pg.php/330			

Vallabh Vidyanagar, Gujarat

(Reaccredited with 'A' Grade by NAAC (CGPA 3.25) Syllabus with effect from the Academic Year 2022-2023

MASTER OF COMMERCE Semester-III

Programme Outcome (PO) –	Insights students get from here is about entrepreneur, women
For Masters of Commerce	entrepreneur, entrepreneur development and small scale units in
Programme	brief.
Programme Specific	After studying this subject, student can start his/her small scale
Outcome (PSO) – For	units as he/she has knowledge of EDP, backward area
Masters of Commerce in	development, tax etc.
Entrepreneurship	
development-I Programme	

Course Code:	PB03CCOM52	Title of the course	Entrepreneurship Development- I
Total	Four	Hours per week	4 hours
Credits of			
the course			

Course	To understand the basic concept of entrepreneurship.
Objective:	

Course Description

Unit	Description in Detail	Weightage
01	Concept of Entrepreneurship	25%
	 Concept of Entrepreneur, Intrapreneur and Entrepreneurship Common Characteristics of successful Entrepreneurs Types of Entrepreneurs Economic and Industrial Contribution of Entrepreneurship in National Economy Rural Entrepreneurship and TRYSEM 	
	Backward Area Development	
02	Women Entrepreneurship	25%
	 Concept and Growth of Women Entrepreneurship Rural Women Entrepreneurship National Level Associations working for Women Entrepreneurship Development Problems being faced by Women Entrepreneurs and Remedies Profile of Women Entrepreneur and her Business Success Stories of Women Entrepreneurs 	

Vallabh Vidyanagar, Gujarat

(Reaccredited with 'A' Grade by NAAC (CGPA 3.25) Syllabus with effect from the Academic Year 2022-2023

03	Entrepreneurial Development	25%
	 Concept of Entrepreneurial Training and Development 	
	 Meaning of EDP, Misconceptions about EDP 	
	 Importance, Objectives, Principles and Methods of EDP 	
	Model of EDP	
	Target Groups of EDP	
	EDP Organizations: EDII, MDI, NIESBUD	
04	Small Business	25%
	 Concept and Classification 	
	 Small Business as a Driving Force for National Economy 	
	 Procedure to start a Small Business Unit 	
	 Problems of Small Entrepreneurs 	

^{*}Units will have the same weightage in the evaluation as suggested in the course outline.

Teaching -	The syllabus defines and classifies the different aspects of entrepreneurship
Learning	development and helps students to learn the actual reality of small business.
Methodology	

Evaluation Pattern

Sr.	Details of the Evaluation	Weightage
no.		
1.	Internal written/ Practical Examination	15%
2.	Internal Continues Assessment in the form of practical,	15%
	Viva-voce, Quizzes, Seminars, Assignments, Attendance	
3.	University Examination	70%

Course outcome: After completing this course students will be able to learn

1.	The student will learn the concepts of Entrepreneurship and Intrapreneur in detailed from this unit. Its common characteristics and types are made understood in very precise manner. What
	is the economical and industrial contribution of entreneurship in national economy is well explained in this unit.
2.	This chapter gives detailed understandings about the concept, growth or women entrepreneurship and their national level associations working with them. What are their problems being faced and remedies are also well described here. Some success stories with their profiles are briefly explained.
3.	This unit briefly explains the concept of entrepreneurial training and development, meaning of EDP, its misconceptions, importance, objectives and methods of EDP, The student will learn this concepts and can apply in the practical world and he/she may not face any sort of issues regarding EDP.
4.	This unit well explains students about the concept and classification of small scale business, startups and how these small scale businesses contribute for the national economy is purely mentioned here. Students can learn the actual procedure of establishing and starting the small scale business and pursue its working as described.

Vallabh Vidyanagar, Gujarat

Sr. no	Basic Text & Reference Books:	
1.	Dynamics of Entrepreneurship and Management Vasant Desai, H.P.House, New Delhi, 2016	
2.	Entrepreneurial Development	
	Gupta and Srinivasan, Sultan Chand and Sons, New Delhi, 2014	
3.	Business Envrionment	
	Dr. K. Ashwathappa H.P.House, New Delhi 2016	

Online resources to be used if available as referenced material			
1.	https://ugcmoocs.inflibnet.ac.in/view_module_ug.php/199		

Vallabh Vidyanagar, Gujarat

M.COM. (BUSINESS STUDIES) SEMESTER-III				
Paper Code	Paper Code Title of the Paper Total Credit			
PB03CCOM53	Financial Management - I	4		

Course	Course The objective of this course is to acquaint students with the advance		he advanced
Objectives concepts of financial management and the application of the		e same in the	
strategy formulation in the organization.			
		Course Description	
Unit		Description	Weightage
1.	Financial St	rategy and Reporting	25%
	Financial Go	pals and Strategy, Financial strategy formulation, Sales Plan,	
	Production	Plan, Measurement of Income and Capital, Impairment of	
	Fixed Asset	s, Brand and Goodwill, Analysis of Financial Statement,	
		s, Corporate Sustainability, Initiatives and Achievements,	
		eport, Corporate Governance Report, Shareholder Value	
		onomic Value Added, Market Value Added, Market-to-Book	
	-	e Drivers, Managerial Implications of Shareholder Value,	
2.		orecard, Highest Performance Achievement Area	250/
۷.	•	destructuring d Objectives of Corporate Restructuring, Forms of Corporate	25%
	•	ng, Mergers, Amalgamations and Acquisitions, Financial	
		ons in Mergers, Amalgamation and Acquisitions, Legal and	
		Aspects of Amalgamations or Acquisitions, Diversification	
		vestment Strategies, Tax Implications	
3.	Internation	al Financial Management	25%
	World Mor	netary System, Foreign Exchange Markets and Rates,	
		t and Select Theories of Exchange rates, International Parity	
	-	os, International Capital Budgeting- Examples, Financing	
		rations, Raising Foreign Currency finance, Financing Exports,	
	_	nange Exposure, Management of Foreign Exchange Exposure	0=0/
4.	Sources of I	nternational Long-Term Finance and International Trade	25%
		ted with Project Financing, Issue of ADR/GDRs, FCCBs and	
		and FDIs, Foreign Capital Markets and Instruments, QIBs	
		Jultilateral Agencies, Other International Finance Sources,	
	-	port Finance, Forfeiting, Documentary Control, Export Credit	
	· ·	ce, Special Economic Zones	

^{*}Units will have the same Weightage in the evaluation as suggested in the course outline.

Vallabh Vidyanagar, Gujarat

Teaching-Learning	Lecture method
Methodology	Case Study
	Group Discussion
	 Activity Based Learning

Evaluation Pattern		
Sr.No.	Details of the Evaluation	Weightage
1.	Internal/Written Examination	20%
2.	Internal Continuous Assessment in the form of Practical , Viva-Voce,	10%
	Quizzes, Seminars, Assignments, Attendance	
3.	University Examination	70%

^{*} Students will have to score a minimum of 40 (Forty) Percent to pass the course.

Cour	Course Outcomes: Having Completed this course, the students will be able to	
1.	Develop conceptual understanding for financial strategy formulation	
2.	Learn technique to evaluate corporate restructuring proposals and its impact on	
	market value of the firm	
3.	Understand nitty-gritty of FOREX and Risks Associated with it.	
4.	4. Get familiarity with various aspects of International Monetary System and sources	
	of international finance	

Suggested References: (include Reference Material from where a student is expected to study the			
said conte	said content in APA Style) Reference Websites can also be included)		
Sr. No	References		
1.	Maheshwari, D. N. (2015). <i>MANAGMENT ACCOUNTING AND FINANCIAL CONTROL</i> (Sixteen ed.). New Delhi, India: Sultan Chand & Sons .		
2.	Singh, N. (2017). <i>Advanced Financial Management</i> (Second ed.). Mumbai, India: Himalaya Publishing House.		
3.	Van Horne, J. C. (2001). <i>Financial Management and Policy, 12th Edition</i> (Twelfth ed.). Chennai, India: Pearson Education.		
4.	Chandra, P. (2019). <i>Financial Management, Theory and Practice</i> (Tenth ed.). Chennai, India: McGraw-Hill.		
5.	Kishore, R. M. (2020). <i>Taxmann's Financial Management</i> (Reprint 8th Edition 2020 ed.). India: Taxmann's Publication.		
6.	Gordon, E., & Natrajan, K. (2016). <i>Financial Markets and Services</i> (11th Revised ed.). Mumbai, India: Himalaya Publishing House.		
7.	Pandey, I. M. (2016). <i>Financial Management</i> (Eleventh ed.). New Delhi, India: Vikas Publishing House.		

Vallabh Vidyanagar, Gujarat

8.	Khan, M. Y., & Jain, P. K. (2011). <i>Financial Management</i> (Sixth ed.). New Delhi, India: McGraw Hill Education.		
On-Line I	Resources available that can be used as	Reference Material	
	http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_pg.php/733		
	SUBJECT COMMERCE		
	Paper No. and Title 14: INTERNATIONAL FINANCIAL MANAGEMENT		
	Module No. and Title 2: FINANCING OF INTERNATIONAL TRADE		
	iviodule No. and Title	10: Measuring Foreign Exchange Risk and Exposure	

Vallabh Vidyanagar, Gujarat

M.COM. (BUSINESS STUDIES) SEMESTER-III		
Paper Code Title of the Paper Total Credit		
PB03ECOM51	Corporate Accounting -I	4

Course	To Impart the Advanced Level Knowledge of Corporate
Objectives	Accounting.
	 To understand Analysis and Interpretation of Financial
	Statements for decision making.
	 To make student expert in preparation of Final Accounts of
	Insurance Companies as per The Insurance Act 1938.
	 To make student expert in preparation of Final Accounts of
	Banking Companies as per present law.

Course Description		
Unit	Description Weight	
1.	Preparation and presentation of Financial Statement of Joint Stock	
	Companies	
	Vertically Presented Profit and Loss Account as per Schedule III	
	 Vertically Presented Balance Sheet – The Form is given in Schedule III 	
	International Financial Reporting Standards (IFRS) – An Introduction	
	Present Status of Indian Accounting Standards.	
2.	Preparation of Cash Flow Statement as per Indian Accounting Standard 7 (IndAS7)	25%
	Definition, Classification of Cash Flows, Comparison between IAS,	
	as & US GAAP, Utility of cash flow statement, Limitations of cash	
	flow statement	
	 Preparation of Cash Flow Statement as per IND AS 7 	
3.	Preparation of Consolidated Financial statement as per The	25%
	Companies Act 2013	
	Definition of Parent / Holding and Subsidiary company	
	 Need for and Status of CFS in India 	
	Minority Interest	
	 Preparation of Consolidated Balance Sheet of Holding with one 	
	Subsidiary	
	Goodwill and Capital Reserve	
	Elimination of Intragroup Balances and Unrealized Profits	
	Contingent Liability	
	Revaluation of Assets of Subsidiary	

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	Dividend = Interim and Proposed, Effects and Accounting Transferences.	
	TreatmentsCross Holding and its Accounting Treatment	
	 Cross Holding and its Accounting Treatment Chain Holding 	
	 Consolidation of Profit and Loss Account an Balance Sheet – Examples 	
4.	Value Added Accounting & Reporting:	25%
	 Introduction, Meaning, Concepts of value addition- 	
	 Meaning, Utility & Disclosure of Value Added Statement (VAS) 	
	 Concept & Computation of; 	
	1. Economic Value Added (EVA)	
	2. Gross Value Added (GVA)	
	3. Net Value Added (NVA)	
	4. Market Value Added (MVA) -Practical Questions	

^{*}Units will have the same Weightage in the evaluation as suggested in the course outline.

Teaching-Learning	Lecture, Assignment, Quiz, Seminars	
Methodology		

Evaluation Pattern			
Sr.No.	Details of the Evaluation	Weightage	
1.	Internal/Written Examination	20%	
2.	Internal Continuous Assessment in the form of Practical , Viva-Voce,	10%	
	Quizzes, Seminars, Assignments, Attendance		
3.	University Examination	70%	

^{*} Students will have to score a minimum of 40 (Forty) Percent to pass the course.

Cou	Course Outcomes: Having Completed this course, the students will be able to			
1.	To Analyze and Interpret Financial Statements of companies using different techniques.			
2.	To Calculate Various ratios like Profitability, Liquidity, Performance etc for decision making.			
3.	To Prepare Final Accounts of Insurance Companies as per the relevant Act.			
4	To Prepare Final Accounts of Banking Companies as per the Latest rules and regulations.			

Vallabh Vidyanagar, Gujarat

the said content in APA Style) Reference Websites can also be included)			
Sr. No	References		
1.	David Young & Jacob Cohen., "Corporate Financial Reporting & Analysis", Willy		
2.	Jawaharlal., "Corporate Financial Reporting" Taxman Publications		
3.	Ghosh .T.P., "Illustrated Guide to Revised Schedule VI" Taxman Publications		
4.	Relevant Literature published by the Reserve Bank of India (RBI)		
5.	Relevant Literature published by Security Exchange Board of India (SEBI)		
6.	Maheshwari S. N., "Corporate Accounting", New Delhi, Vikas Publishing house Pvt. Ltd.		
7.	Sehgal Ashok and Sehgal Deepak., "Advanced Accounting Corporate Accounting", Taxmann's Publication		

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M.COM. (BUSINESS STUDIES) SEMESTER-III				
Paper Code	Paper Code Title of the Paper			
PB03ECOM52	INTEGRATED MARKETING COMMUNICATION	04		

Course	To impart the basic knowledge of marketing communication and
Objectives	advertising to Students.

	Course Description	
Unit	Description	Weightage
1.	INTRODUCTION TO INTEGRATED MARKETING COMMUNICATION (IMC) Meaning, Evolution of IMC, Reasons for Growth and Features Promotional Tools for IMC, IMC Planning Process, Role of IMC in Marketing. Communication Process, Traditional & Alternative Response Hierarchy Models. Establishing Objectives and Budgeting: Determining Promotional Objectives, Sales v/s. Communication Objectives, DAGMAR, Problems in Setting Objectives, Setting Objectives for the IMC Program	25%
2.	ELEMENTS OF IMC Sales Promotion — Different Types of Sales Promotion, Advantages & Disadvantages. Public Relation & Publicity — Types of PR, Process, Advantages and Disadvantages. Types of Publicity Direct Marketing — Features, Advantages and Disadvantages. Personal Selling — Features, Advantages & Disadvantages. Advertising — Features, Advantages & Disadvantages. New Trends in IMC, International Media	25%
3.	ADVERTISING Types of Advertisements. Communication Model with reference to Advertising AIDA, Hierarchy of effects, Innovation, Adoption Fundamentals of Advertising Campaigns — Brand Positioning through Advertising — Planning Process — The Creative Brief — Creating an Appeal Elements of Print Advertisement — Scriptwriting for Radio and Television — Legal and Ethical aspects of Advertising — Kids	25%

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	Advertising. Advertising Agencies Function Types — In House Agencies — Direct Response Agencies — Sales Promotion Agencies — PR Firms — Interactive Agencies Advertising Agency Structure — Client Agency Relationship — Agency Selection — Agency Compensation	
4.	ADVERTISING BUDGET & MEASURING EFFECTIVENESS Definition of Ad Budget and Ad Appropriation Methods of Budgeting Measuring Effectiveness of Advertisement, Measuring Effectiveness of the Promotional Program & Evaluating Social, Ethical and Economic Aspects: Arguments for & Against Advertising Research — What, When, Where & How, Testing Process. Advertising and Promotion Ethics, Advertising and Children, Social and Cultural Consequences Stereotypes, Economic Effects of Advertising.	25%

^{*}Units will have the same Weightage in the evaluation as suggested in the course outline.

Teaching- Use of PowerPoint presentation, small caselets discussion, real lit	
Learning	company examples, group discussion, Seminar presentation
Methodology	

Evaluation Pattern				
Sr.No.	Sr.No. Details of the Evaluation			
1.	Internal/Written Examination	20%		
2.	Internal Continuous Assessment in the form of Practical, Viva-Voce,			
	Quizzes, Seminars, Assignments, Attendance	10%		
3.	University Examination	70%		

^{*} Students will have to score a minimum of 40 (Forty) Percent to pass the course.

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Cou	Course Outcomes: Having Completed this course, the students will be able to			
1.	Explain IMC, its components, integrated tools of communication and the role of IMC			
2.	Elaborate Overview of advertising management, IMC process, advertising agency, Advertising			
	goals, Advertising budget and Media Selection.			
3.	Explain the scope and role of sales promotion and Personal selling in IMC.			

Sugge	sted References: (include Reference Material from where a student is expected to	
study	the said content in APA Style) Reference Websites can also be included)	
Sr.	References	
No		
1.	Chunawalla S. A. (2016), Integrated Marketing Communication and Advertising,	
	Himalaya Publishing House, Mumbai.	
2.	Belch & Belch (2008), Advertising and Promotions, Tata McGraw-Hill, New Delhi.	
3.	Kotler Philip. (2013), Marketing Management, Prentice Hall of India Pvt. Ltd., New	
	Delhi.	
4.	Chunawalla S. A. and Sethia K. C.(1995), Foundations of Advertising Theory and	
	Practice, 4th edition 1997, Himalaya Publishing House, Mumbai.	
On-Line Resources available that can be used as Reference Material		
UGC-	MOOCs courses:	
Adver	tising and Public Relations, Advertising	
Princip	oles of Marketing, Marketing Management	

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M.COM. (BUSINESS STUDIES) SEMESTER-III

Course Code	PB03ECOM53	Title Of The Course	Industrial Relations
Total Credits Of The Course	4	Hours Per Week	15

Course Objectives

- 1. To Make the students understand the Recent Trends in Industrial Relation and the Importance of having Peaceful Harmonious Industrial Relations for Organizations.
- 2. To Make the Students aware/understand and analyze the Importance of Trade Union and the role of Trade Union in protecting the rights of Employees, different Trade Union Movements in India and the Union legislation for the Trade Union.
- **3.** The Students can understand what is Grievance, why Grievance arises in industry and why there is a Need for Discipline, Disciplinary Procedure, Employee Counseling, its Types and Mentoring.
- **4.** To Make the students assess and understand the Causes of Industrial Conflicts, Types of Industrial Conflicts, the importance Collective Bargaining, Collective Bargaining in India and the Recommendations of NCL (National Commission on Labor)

	Course Content						
Unit	Description	Weightage					
1.	INDUSTRIAL RELATION	25%					
	 Meaning and Nature of Industrial Relation 						
	 Characteristics of Industrial Relation 						
	Objectives of Industrial Relation						
	Code of Industrial Relation						
	Factors of Industrial Relation						
	 Importance of Peaceful Industrial Relation 						
	 Conditions for Congenial /Harmonious Industrial Relation 						
	 Approaches to Industrial Relation 						
	 Parties to IR, IR strategy 						
	Role of HRM						

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2.	TRADE UNIONS	25%				
	Nature of Trade Unions					
	Characteristics of Trade Unions					
	Functions and Role of Trade Unions					
	Strategic Choices before Managers					
	Why do Employees Join Unions?					
	Strategic choices before Unions					
	Union Tactics and Union Legislation					
	Problems of Trade Unions					
	Trade Union Movement in India					
	Objectives of Important Indian Functions and Role of Trade Unions					
	-All India Functions and Role of Trade Union Congress (AITUC),					
	-Indian National Trade Union Congress (INTUC)					
3.	GRIEVANCE AND DISCIPLINE, COUNSELING AND MENTORING	25%				
	GRIEVANCE					
	Grievance Procedure-Meaning, Definition					
	Need for Grievance Procedure					
	The Causes of Grievances					
	 Pre –Requisites of a Grievance Procedure 					
	The Grievance Procedure					
	DISCIPLINE					
	 Disciplinary Procedure, Need for Disciplinary Measures 					
	 Meaning and Definitions, Aspects of Discipline, Objectives of 					
	Discipline, The Red-Hot Stove Rule					
	INDISCIPLINE					
	Indiscipline					
	Causes of Indiscipline					
	Domestic Enquiry and Disciplinary Procedure					
	Types of Punishment					
	EMPLOYEE COUNSELING AND MENTORING					
	EMPLOYEE COUNSELING					
	Concept of Employee Counseling					
	What Constitutes Counseling?					
	Objectives of Counseling					
	Process of Counseling					
	Types Counseling					
	Counseling as a Process of Developing in Organization					
	MENTORING					
	Mentoring: Meaning and Functions					

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4.	INDUSTRIAL CONFLICTS AND COLLECTIVE BARGAINING	25%				
	INDUSTRIAL CONFLICTS	1				
	 Definition of Dispute/Conflicts 					
	Causes of Industrial Conflicts					
	Types of Industrial Conflicts and					
	 Outcomes of the Strikes/Man-Day Lost due to Strikes and Lockouts 	1				
	Prevention of Industrial Conflicts					
	Settlement of Conflicts	1				
	COLLECTIVE BARGAINING	1				
	 Definition of Collective Bargaining, 	1				
	 Characteristics and Importance of Collective Bargaining 	1				
	 Essential conditions for the Success of Collective Bargaining 	1				
	 Functions of Collective Bargaining 	1				
	Collective Bargaining Process	1				
	Collective Bargaining in India	1				
	Recommendation of NCL					

Teaching-Learning	Direct	Lecture,	Power	Point	Presentations,	Seminars,	Students
Methodology	Present	tations and	l Questio	ns-Answ	vers during lectur	es.	

	Evaluation Pattern				
Sr.No.	Details of the Evaluation	Weightage			
1.	Internal/Written Examination	20%			
2.	Internal Continuous Assessment in the form of Practical , Viva-Voce,	10%			
	Quizzes, Seminars, Assignments, Attendance				
3.	University Examination	70%			

Course	Outcomes:	Having	Comple	eted this	Course,	the	Stude	ents v	vill	be	able	to
Underst	and/Analyze/	and Learr	า									
1.	The basic	Concep	ts of	Industria	Relatio	ons,	its,	Origin	an	nd	Histor	ical
	Development/Evolution, the need of peaceful IR in organization, different approaches											
	to IR, Strate	gies, and	the part	ies that are	associate	ed wit	h Indu	strial R	elati	ions.		
2.	The Nature of Trade Union, the Causes for the employees to join Trade Union, the											
	Strategic Choices before the Trade union and the Tactics used by the Trade Union,											
	different Trade Union Movements in India and the Union legislation for the Trade											
	Union.											

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3.	The meaning of Grievance, Causes of Grievance, Grievance Procedure in the								
	industries, the Pre-Requisites of Grievance Procedure, the Disciplinary Procedure, why								
	there is a Need for Disciplinary Procedure, what are the Aspects and Objectives of								
	Disciplinary Procedure, Red-Hot Stove Rule, Causes of Indiscipline, Types of								
	Punishment, Concept of Employee Counseling, its Types, Objectives and meaning and								
	objectives of Mentoring.								
4.	The Definition of Dispute/Conflicts, the Causes of Industrial Conflicts, Types of								
	Industrial Conflicts The Concept of Collective Bargaining, the importance of Collective								
	Bargaining, the Characteristics of Collective Bargaining, Essential conditions for								
	Collective Bargaining, Function of Collective Bargaining, the process of collective								
	bargaining, Collective Bargaining in India and the Recommendations of NCL (National								
	Commission on Labor)								

Suggested References: (include Reference Material from where a student is expected to study the said content in APA Style) Reference Websites can also be included)

Sr. No	References					
1.	Aswathappa K. (2010). "Human Resource Management-Text and Cases"					
	Sixth Edition Tata McGraw Hill Education Private Ltd, New Delhi.					
2.	Subba Rao P. 2010. "Personnel and Human Resource Management-Text and Cases"					
	Himalaya Publishing House, Mumbai.					
3.	Dessler Gray & Varkkey Biju. (2008). "Human Resource Management"					
	Ninth Edition, Pearson Education.					
4.	Kochan, T.A. & Henry Katz. (2009). "Collective Bargaining and Industrial Relations"					
	Homewood, Illnois, Richard D Irish,					

On-Line Resources available that can be used as Reference Material

On-Line Resources

The students can avail the Online Material of this Course on the following websites

- https://www.msuniv.ac.in/Download/Pdf/01ef65aec8a741f
- http://www.ddegjust.ac.in/studymaterial/mba/obh-311.pdf
- gyankosh.ac.in/bitstream/123456789/19427/1/Unit-21.pdf
- http://www.sasurieengg.com/e-course-material/MBA/II-Year-Sem-3/BA7034%20INDUSTRIAL%20RELATIONS%20AND%20LABOUR%20WELFARE.pdf

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M.COM. (BUSINESS STUDIES) SEMESTER-III					
Paper Code	Title of the Paper	Total Credit			
PB03ECOM54	Strategic Financial Management-I	4			

Course		To understand corporate strategy formulation with	respect to		
Objectives		investment, financing and dividend decisions and IT ap	plication for		
financial value creation.					
		Course Description			
Unit		Description	Weightage		
1.	Financial Po	25%			
		Management - Corporate Strategy - Strategic Financial			
	_	nt– Features of Strategic Financial Management – Premises			
	_	gic Financial Management- Strategic decision-making			
		- Interface of Financial Policy and strategic management -			
	_	nancial goals vis-à- vis sustainable growth -Financial Planning			
		gy-Strategic Decision-Making and Planning — Strategic			
		lanning – Financial Planning – Financial Planning Processor Sustainable Growth (including small examples of			
	_	growth calculation)			
2.	Project Plan	25%			
2.	-	estment Decision Process – Capital Investment Process –	23/6		
	Benefits of				
	of Compute				
	Project – Fi				
	Initial Selec				
	Survey - S				
	Analysis (SC				
	Project Rep				
	by Financial				
	Economic F				
	under Infl				
_	Contribution				
3.		Decisions (Theory & Examples)	25%		
		Risk — Statistical techniques for risk analysis — Probability —			
	•	Net Present Value — Standard Deviation — Coefficient of			
		Conventional Techniques of Risk Analysis – Payback – Risk- scount rate – Certainty equivalent – RADR vs CE – Sensitivity			
	-	ecision Tree Analysis			
	alialysis- De	distort free Ariatysis			

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4.	eFinance: (Theory)	25%
	Meaning, What does eFinance Change?-eFinance Technology - Use of IT	
	in Financial Decision-making – Financial Services in Internet Era –	
	Conceptual Discussion of Internet banking and Online stock trading –	
	Methods of Digital Payments -Concept and Importance of Cyber	
	security, Major Types of Cybersecurity Threats to Financial Services –	
	Concept of Fintech –The Advantages of Fintech Innovations in Finance-	
	Innovative application of technology in finance (Cryptocurrency, Neo	
	Banking, Use of Blockchain, Artificial Intelligence, Robotic Process	
	Automation in Finance)	

^{*}Units will have the same Weightage in the evaluation as suggested in the course outline.

Teaching-Learning	 Lecture method 	
Methodology	 Learning from web-based contents 	
	Group Discussion	
	Activity Based Learning	

Evaluation Pattern			
Sr.No.	r.No. Details of the Evaluation		
1.	Internal/Written Examination	20%	
2.	Internal Continuous Assessment in the form of Practical, Viva-Voce,	10%	
	Quizzes, Seminars, Assignments, Attendance		
3.	University Examination	70%	

^{*} Students will have to score a minimum of 40 (Forty) Percent to pass the course.

Cour	Course Outcomes: Having Completed this course, the students will be able to		
1.	Understand strategic financial decision-making framework		
2.	Examine the features and implications of sustainable growth model		
3.	Apply advanced techniques of investment decision making for evaluating long term		
	investment decisions considering risk and uncertainty		
4.	Get insights on digital transformation in the field of finance		

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Suggested References: (include Reference Material from where a student is expected to study the			
said con	said content in APA Style) Reference Websites can also be included)		
Sr. No	References		
1.	Pandey, I. M. (2016). <i>Financial Managel</i> House.	ment (Eleventh ed.). New Delhi, India: Vikas Publishing	
2.	Chandra, P. (2019). <i>Financial Management, Theory and Practice</i> (Tenth ed.). Chennai, India: McGraw-Hill.		
3.	Khan, M. Y., & Jain, P. K. (2011). <i>Financial Management</i> (Sixth ed.). New Delhi, India: McGraw Hill Education.		
4.	Van Horne, J. C. (2008). <i>Fundamentals of Financial Management</i> (13h ed.). Chennai, India: Pearson Education.		
5.	e-Finance – ICFAI UNIVERSITY		
6.	Gupta, J. B. (2016). Strategic Financial Management (9th ed.). New Delhi, India: Taxmann Publications Pvt. Ltd.		
7.	Kishore, R. M. (2017). Strategic Financial Management (3rd ed.). New Delhi, India: Taxmann Publications Pvt. Ltd.		
On-Line	On-Line Resources available that can be used as Reference Material		
	COURSE	SITE ADDRESS	
http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_pg.php/392			
	SUBJECT	COMMERCE	
	Paper No. and Title	Paper No. 8: Financial Management	

Module No. 3: Financial Decisions and Finance Function

Module No. and Title

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M.COM. (BUSINESS STUDIES) SEMESTER-III		
Paper Code	Title of the Paper	Total Credit
PB03ECOM55	Indirect Taxes-I	4

Course	To impart knowledge of Basic Knowledge of GST and its related
Objectives	concept.
	 To Explain Time, Value and Place of Supply in detail.
	 To demonstrate Registration Procedure and issuing e-way bill.
	 To impart knowledge of ITC.

Course Description		
Unit	Description	Weightage
1.	Model and Overview of GST	25%
	History and Background of GST in India - Working model - Concept of GST-	
	Levy, Collection and Exemption - Meaning and Scope of Supply, Goods and	
	Services - Composition Levy - Concepts of CGST, SGST, IGST, UTGST	
	GST around the world	
2.	Time, Value and Place of Supply	25%
	Time of Supply of Goods and Services RulesValuation of Supply of Goods	
	and Services RulesPlace of Supply of Goods and Services Rules.	
3.	Registration Provisions	25%
	Registration – Requirements and Procedures - Documentations required for	
	Registration -Registration as a job worker- Stock Transfer provisions - E-Way	
	Bill: Concept and Process - Multiple Registration on Single Premises -Rates of	
	some commonly traded Goods or Services under GST	
4.	Input Tax Credit (along with transitional provisions)	25%
	Credit of Goods, Services and Capital Goods - Negative list of items, items not	
	creditable Transfer provisions and limitations of existing credits of erstwhile	
	laws into GST creditsStock Transfer to Branch or Depot. Input Service	
	Distributor, ISD Concept and Working-Allocation of ITC through ISD.	

Note: All latest development in the above topic should be covered

^{*}Units will have the same Weightage in the evaluation as suggested in the course outline.

Teaching-Learning	Lecture, Assignment, Quiz, Seminars
Methodology	

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Evaluation Pattern			
Sr.No.	No. Details of the Evaluation		
1.	Internal/Written Examination	20%	
2.	Internal Continuous Assessment in the form of Practical , Viva-Voce,	10%	
	Quizzes, Seminars, Assignments, Attendance		
3.	University Examination	70%	

^{*} Students will have to score a minimum of 40 (Forty) Percent to pass the course.

Cour	Course Outcomes: Having Completed this course, the students will be able	
1.	To understand basic concept related to Goods and Service tax .	
2.	To compute the amount of CGST, SGST and IGST payable after considering the eligible input tax credit.	
3.	To Explain place of supply, Time of supply and value of supply rules and applicability of the same under GST.	
4	To Calculate ITC in different situations	
5	To Understand e-way bill and its related provisions.	

Suggested References: (include Reference Material from where a student is expected to study the said content in APA Style) Reference Websites can also be included)

Sr. No	References
1.	Agrawal Raj K CA and Agrawal Shivangi CA., "GST for CA Intermediate", Taxmann
	Publication (P) Ltd.
2.	Datey.V.S., "GST Law & Practice with Customs and FTP", Taxmann Publication (P) Ltd
3.	Nitya Tax Associates - Basics of GST – Taxmann Publication (P) Ltd.
4.	Singh Awdhesh., "GST Made Simple"., Centax Publication.

On-Line Resources available that can be sued as Reference Material

Mooc:

Students can opt Subject: Introduction to GST of SwaymPlatfrom for SEM III and IV Examination for code PB03ECOM25 and PB04ECOM25 of four credits of Introduction to GST By Professor AnirbanGhosh, NetajiSubhas Open University.